



Worker Health and Safety Committee
Contracting and Management Committee
of the
Environmental Management Advisory Board

Examination of the Effectiveness of
EM's Safety Management System
in the Field



Objectives

- Field site visits
 - Savannah River Site January 12-13
 - Hanford Site March 8-9
- Worker Health and Safety Committee
 - understand and learn, at the site level, how Integrated Safety Management implementation is proceeding
- Contracting and Management Committee
 - explore implementation of ISM through contracts
 - gather information on project management



WH&S Committee Findings

- Putting the sites into perspective
 - SRS and Hanford are similar in many regards and are among the largest in the complex that encompass a diverse range of work. There are also several aspects between these sites that are unique as well.
- Implementation of ISM
 - SRS has fully implemented ISM and is now moving into the maintenance phase.
 - Hanford is on a path to meet implementation by September 2000.



WH&S Committee Findings

- Worker Participation
 - Workers evidenced a strong commitment to S&H. However, there is a quiet concern that this may be another short term S&H program rather than an institutionalized long term activity
- Sharing lessons learned and approaches
 - There are a number of different approaches to implementing ISM that are unique to each site as well as a number of commonalties.



WH&S Committee Findings

- EM-5's role and identity
 - At this point, the new EM-5 is not widely recognized in the field. The office is working on developing a strong communication between HQ and the sites.
- Dramatic Shift in interest from the top
 - The focus from A/S Huntoon and management is a change from the past. This comes at an important time as ISM implementation moves into maintenance. The importance of S&H from the top down is a critical dimension in developing a “safety culture.”



Worker Health and Safety Committee Findings:

EM Implementation of ISM

- **Lead by example**
 - Assistant Secretary Huntoon's message that safety and health is her number one priority is being clearly heard throughout the headquarters and field.



Worker Health and Safety Committee Findings:

EM Implementation of ISM

- **Institutionalize safety and health training with initial emphasis on the project management initiative**
 - The process has begun, but it is still too early to assess the effectiveness of the safety and health dimension.



Worker Health and Safety Committee Findings:

EM Implementation of ISM

- **Empower an office with the authority and resources to institutionalize safety and health values**
 - The Safety, Health and Security Office has been established and is developing a number of initiatives to facilitate a more active role in safety and health matters. The Office Director, Randy Scott, has also initiated an active relationship with the WH&S Committee.



Worker Health and Safety Committee Findings:

EM Implementation of ISM

- **Involve safety and health as integral parts of the contracting process.**
 - This is occurring at the EM field sites through:
 - Increasing inclusion of the DEAR clause in contracts
 - Increased attention to the ISM flow-down to subcontractors
 - Additional training efforts
 - Improved coordination between contracting offices and the contractor on S&H expectations
 - Attention to “Feedback and Improvement,” “Lessons Learned,” and “Leading Indicators”



Worker Health and Safety Committee Findings:

EM Implementation of ISM

- **Establish objective safety and health performance measures for all EM managers.**
 - It is understood that efforts on this matter have begun. The committee does not yet have evidence as to results. However, progress in the preceding four resolutions indicates a movement in the right direction.



Conclusions

- EM sites have made substantial and excellent progress in implementation of ISM
- A more constructive relationship between management and workers is being developed
- Other benefits include redefining of roles and responsibilities of the government and contractors, and improved management of sub-contractors.



Conclusions (cont.)

- EM has made significant progress in putting an effective safety and health management system in-place. Achieving the full benefits that ISM permits will, however, take continued attention and dedication.
- Assistant Secretary Huntoon has and continues to provide the example of top management commitment to workplace safety and health. Field managers, and others, are following her example.